

**IMPACT ANALYSIS OF JOB DESIGN, LEADERSHIP STYLES,
EMPLOYEE EXPECTATION AND EMPLOYEE MOTIVATION TO
EMPLOYEE PERFORMANCE (STUDY ON IT OPERATIONS
ORGANIZATION AT PT. INDOSAT TBK)**

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Abstract— The study aims to investigate and identify factors those make IT Operation employees at PT. Indosat Tbk motivated while doing their job, and their impact to employee's performance. This writing talk about relationship between, job design, and employee's expectation, leadership styles and motivational level of employees to employee's performance. this writing based on study that conducted in 2011 at IT Operations Organization at PT Indosat Tbk. This writing comes up in response on intensive telecommunication industry competition in Indonesia, the low performance of Indosat compared with the other competitor in last 3 years, and the major roles of IT Operations in daily operation of Indosat. In Indosat, IT Operations has responsible to deliver services to customer, keep & maintain the services and products, implement new product in system, second layer in handling complaints, provide accurate data for the other group. The critical part of IT Operations is responsible for maintaining Indosat Revenue Generator (Single Electronics Voucher, Integrated Voucher Database that equal for 40 billion rupiah per day) daily operations, which provide the customers ability to recharge/top up money to their number in 24x7 operation time.

Keywords: Job design, Leadership styles, expectation, motivation, performance, telecommunication, Information Technology

I. INTRODUCTION

PT Indosat Tbk., formerly known as PT Indonesian Satellite Corporation Tbk. (Persero) was established in 1967 as a Foreign Capital Company, and started operations in 1969. Indosat is a provider of telecommunication cellular services (Mentari, Matrix and IM3), fix phone services (SLI 001, SLI 008 and FlatCall 01016, fixed wireless services StarOne and Indosat Phone) in Indonesia. It is the second largest telecommunication company for mobile services in Indonesia. Indosat also provide Fix MIDI Services with its subsidiary companies: Indosat Mega Media (IM2) and Lintas Arta. Indosat is the initiator of 3.5 G services with HSDPA technology for prepaid and postpaid in Indonesia. Currently, the composition of ownership of Indosat is: Qatar Telecom (65%), Public (20.1%), and the Government of the Republic of

Indonesia (14.9%). Indosat also listed its shares on the Indonesia Stock Exchange (IDX: ISAT) and the New York Stock Exchange (NYSE:IIT).

Indosat transformation started on March 1, 2007, in which the STT sells Indosat ownership to 25% in Asia Holdings Pte. Ltd. to Qatar Telecom. This was followed on June 22, 2008, in which Qtel bought all the shares of Indosat from ICL. It is characterized by the Share Purchase Agreement dated 6 June 2008 between Qtel and STT (as holding ICL), in Singapore. The consequence of these sales is from that time practically Qtel is the majority shareholder of 65% of the entire stake in Indosat

In Indonesia, telecommunication business competition is intense, the era happen since the monopoly era has opened. It is make many players involved now, from previously 2 players become 9 players. However there are 3 players who really dominate the market, which are Telkomsel, Indosat, and XL with each total subscriber are 100 millions Telkomsel, 43 millions Indosat, 40 millions XL and total market penetration is around 75% - 85%.

Basically telecommunication industry is a service industry, in order to get the desired performance and to win the competition, telecommunication company need to give best services to customer. By giving the best services, the telecommunication company can: (1) Attracting new subscriber by get new potential customer or even take over customer from the competitor, (2) Preventing/reducing churn customer who switch to the competitor because disappointed with the company services. By attracting new customer and preventing churn customer the company can maintain and increase their base subscriber, and in the end it will impact to the company revenue. To be able to give the best services to customers, the company needs to ensure the employee motivated while doing their jobs. That's why whatever the condition, companies need to create a workplace that is engaging and motivating, where employees want to stay, grow and give their best contributions of their knowledge, experience and expertise for the company.

II. BUSINESS ISSUE EXPLORATION

Based on the Indosat current issues: the intense competition with the other telecommunication companies, the needs of Indosat for increasing performance, the major role of IT operations in daily operation and the needs of Indosat to give best services to their customers, the writer feel need to know, how to increase Indosat performance as telecommunication company with investigating and identifying the motivational factors of IT Operation employee and correlate it with the performance of IT Operation employee.

A. Conceptual Framework

Motivation as defined by Robbins is the "willingness to exert high levels of effort toward organizational goal, conditioned by the effort's ability to satisfy some individual need." (1993), from the other source "motivation" is define as: "Internal and external factors that stimulates desire and energy in people to be continually interested in and committed to a job, role, or subject and to exert persistent effort in attaining a goal. Motivation is the energizer of behavior and mother of all action. It results from the interactions among conscious and unconscious factor such as the (1) intensity of desire or need, (2) incentive or reward value of the goal, and (3) expectations of the individual and of his or her significant others." (Business dictionary 1, 2011).

From that explanation it can be concluded that there are several internal & external factors that impact to motivation. According to Hackman and Oldman (1974) job should be designed to possess fundamental characteristics needed to create conditions for high work motivation, satisfaction and performance. They stated to generate positive impact, the job should address at least 3 psychological states, which are (a) a person must experience the work as meaningful, as something which is generally valuable and worthwhile; (b) a person must experience responsibility for the results of the work, that is, he/she must feel personally accountable and responsible for the work results; (c) a person must have knowledge of the final results of the work being done, that is, he/she must understand the effectiveness of his/her job performance.

According to Vroom (1964), expectation can lead individuals make decisions on various behavioral alternatives. Expectation can lead person to have a motive to do something. However expectation of person different with other person, there is person has motive only expect for simple money, and there is other who expect for stability, socializing, achievement, recognition from other and self actualization (Maslow (1954)). This expectation will energize people to action and determines their choice of behavior.

The other important factors that determine the employee's motivation and performance by are a leadership (Yammarino et al, 1993: 88-102). Leadership describes the relationship between the leader (leader) and led (subordinate/follower) and how a leader will determine follower goal direction to

his/her expectation (Locander et. al. 2002: 149-163; Yammarino et. al. 1993: 88-102). Each leader has different leadership style, style of leadership implies how leaders influence subordinates to be more able to do or try in order to achieve organizational goals. According to Chen which states "...that the high support shown by the leadership of the company is able to provide high motivation of employees to work better and achieve targets", Chen's research suggests that "leadership styles have a significant positive effect on job satisfaction and performance employees" (2004: 432-438). It is to be expected when the leader understand the best methods for motivating their subordinate, they both leader-subordinate can be more effective and it will impact by extension on increasing company performance.

Based on three concepts and previously studies stated before, Job Design, Leadership Styles, Employee expectation, the writer generates conceptual framework to explore and investigate the current situation and the needs of IT Operations organization related to motivation that will lead to employee performance and in the end company performance.

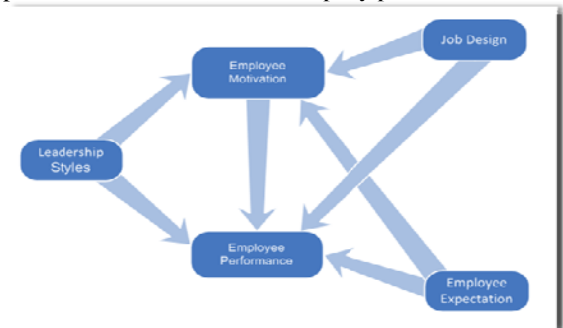


Figure 1. Conceptual Framework

(Source: developed for this study, Hackman & Oldham, Goleman, Yammarino, Vroom, Maslow, Parrek and Fuad Mas'ud, Koontz and Donnel, McNeese-Smith, Donna)

The research will be scooped by constructs that build using a framework and theory that can be seen below:

1. Job Design: It is adapted from Oldham and Hackman framework, which consists of 5 elements: skill variety, task identity, task significance, autonomy and feedback. Job design of IT Operations employee usually determined by manager and division head preferences. So manager and division head has fully capability to determine how far their subordinate responsibility and involvement in their job.

2. Leadership Styles: It is adapted from Daniel Goleman framework, which consists of 6 styles: coercive style, authoritative style, affiliative style, democratic style, pacesetting style and coaching style.

3. Employee expectation: It is adapted from Maslow, Herzberg framework, which divided into 5 elements: Money, security/stability, balance in work, recognition, self development. Employee expectation will illustrate what employee want/motive when they do the job.

4. Employee motivation: It is adapted from Parrek (1985) and Mas'ud (2004) framework, which consists of 5 elements: concern for the job, challenge in work, willingness to learn, work without supervision, and give extra effort on work.

5. Employee performance: It is adapted from McNeese-Smith (1993) framework, which consists of 5 elements: Quality of work, on time task, Meet the target, good result while working on team and creativity in solving a problem.

B. Method of Data Collection and Analysis

In grab the phenomenon and explain the problems, the writer used mixed methodology, which done quantitative research using Structural Equation Modeling and qualitative research by interview the respondents as informants to enrich the quantitative data. Quantitative research done by collecting data using survey on IT Operations employees, manager and division head. For additional qualitative research done by interviewing IT Operation leader (Division Head) about job design, leadership styles, employee expectation, employee motivation and employee performance

C. Analysis of Business Situation

First step to know the business situation of Indosat, the writer divided it into two condition, which are external condition and internal condition. Indosat external condition can be seen by look at the Indosat position compared with the other competitor. To gather this knowledge, the writer compares the last 3 years performance of Indosat and its competitor.

Table 1. Financial Highlight 3 Biggest Operators in Indonesia

Financial Highlight	Year	Telkom sel	Indosat	XL Axiata
Operating Revenue (in billion rupiah)	2008	40.291	19.211	12.156
	2009	44.443	18.824	13.88
	2010	45.567	19.796	17.637
EBITDA (in billion rupiah)	2008	24.062	9.625	5.132
	2009	27.331	8.774	6.205
	2010	26.598	9.289	9.287

Source: Annual report 2010 Telkomsel, Indosat, XL Axiata

Table 2. Operational Highlight 3 Biggest Operators in Indonesia

Operational Highlight	Year	Telkomsel	Indosat	XL Axiata
Number of Subscriber (In thousands)	2008	65.3	35.591	26.016
	2009	81.644	31.333	31.438
	2010			

	2010			
	0	94.01	43.17	40.351

Source: Annual report 2010 Telkomsel, Indosat, XL Axiata

It can be seen in at tables and figures, Indosat which previously the closest competitor to Telkomsel is already leaved away by Telkomsel, in the other way XL which previously positioned far behind back Indosat is already become so close with Indosat. With this condition, Indosat need to put this performance matter in urgency.

To gather knowledge of internal condition of Indosat related with this research which is IT Operations organization domain related to job design, leadership styles, employee expectation, employee motivation and employee performance, the writer do survey to IT Operations employees, manager and division heads. The result of survey will identify the current internal condition of IT Operations. Following that the simulation will conducted by using SEM (Structural Equation Modeling) to find the better fit model and the impact of variables to employee motivation and employee performance. The result of the survey that describe the internal condition of IT Operations organization can be seen at table 3, table 4, table 5, table 6, and table 7, using scale 1 to 6, which 1 is strong disagree and 6 strong agree.

Table 3. Job Design Variable Perception in IT Operations

Indicator	Respondents Frequency Response On Job Design						Index
	1	2	3	4	5	6	
JD1: Skill variety	0	0	15	50	64	31	78.23
JD2: Task Identity	0	0	4	39	86	31	81.67
JD3: Task Significance	0	0	4	33	91	32	82.40
JD4: Autonomy	0	0	5	43	69	43	82.29
JD5: Feedback	0	4	20	57	43	36	75.73
Job Design Average							80.06

Source: processed primary data, 2011

From the five indicators used to measure the job design variables, an indicator of the Feedback (JD5) is lowest perceived by the respondents. While the indicators on Task Significance (JD3) is the highest perceived by the respondents so that it can be concluded that job design that implement in IT Operations at PT Indosat Tbk is more likely dominant to task significance that give employee feel the importance of the job.

Table 4. Leadership Styles Variable Perception in IT Operations

Indicator	Respondents Frequency Response On Leadership Styles						Index
	1	2	3	4	5	6	

Coercive Leadership Styles							
LD1: Demand immediate compliance	0	0	14	82	53	11	73.02
LD2: Monitor closely and hold tight control	0	0	12	49	83	16	77.40
LD3: Commanding people what to do	0	0	22	59	67	12	73.85
Average							74.76
Authoritative Leadership Styles							
LD4: Vibrant enthusiasm	0	0	8	48	71	33	80.10
LD5: Communicating clear vision	0	3	25	49	56	27	74.90
LD6: Influencing by explaining, exploring and describing the vision	0	0	21	57	59	22	74.79
Average							76.60
Affiliative Leadership Styles							
LD7: People come first	0	0	15	37	65	43	80.83
LD8: Building strong emotional bonds	0	0	21	48	71	20	76.04
LD9: Keep employees happy and create harmony among them	0	0	9	50	69	32	79.58
Average							78.82
Democratic Leadership Styles							
LD10: Seeks broad consensus on key issues	0	0	8	61	86	5	75.83
LD11: Holds many meetings and listens to others' concerns	0	0	16	56	81	7	74.90
LD12: Believes that team members have insights and	0	0	2	31	100	27	82.50

ideas							
Average							77.74
Pacesetting Leadership Styles							
LD13: Have high, demanding standards of performance	0	0	5	85	67	3	73.75
LD14: Shows people how to do things	0	0	15	71	72	2	73.02
LD15: Take over a task if others aren't delivering and do it themselves	0	4	33	82	36	5	67.19
Average							71.32
Coaching Leadership Styles							
LD16: : Helps people build on their individual strengths	0	0	25	60	60	15	73.44
LD17: Give plentiful instruction and feedback	0	0	6	46	82	26	80.00
LD 18: Prioritizes longer term development over short-term performance	0	0	17	63	67	13	74.58
Average							76.01

Source: processed primary data, 2011

From six leadership styles used to measure the leadership style variables, an indicator of the Pacesetting leadership style lowest perceived by the respondents, while the indicators on affiliative leadership style the highest perceived by the respondents, so that it can be concluded that leadership style that implement in IT Operations organization at PT Indosat Tbk is more likely dominant to affiliative leadership style.

Table 5. Employee Expectation Variable Perception in IT Operations

Indicator	Respondents Frequency Response On Employee Expectation						Index
	1	2	3	4	5	6	
EE1: Money	0	4	16	73	57	10	72.19

EE2: Security	00	1	30	87	42	84.38
EE3: Balance in Work	00	4	24	85	47	84.90
EE4: Recognition	00	4	39	90	27	81.25
EE5: Self Development	00	4	35	89	32	82.19
Employee Expectation Average						80.98

Source: processed primary data, 2011

From the five indicators used to measure the employee expectation variables, an indicator of the money (EE1) lowest perceived by the respondents. While the indicators on Balance in Work (EE3) the highest perceived by the respondents so that it can be concluded that the way of IT Operations at PT Indosat Tbk manage employee expectation at IT Operation organization at PT. Indosat Tbk were more likely dominant to balance in work.

Table 6. Employee Motivation Variable Perception in IT Operations

Indicator	Respondents Frequency Response On Employee Motivation					Index
	1	2	3	4	5	
EM1: Concern for Job	00	1	4	7	2	79.38
		1	3	9	7	
EM2: Challenge in Work	00	9	4	3	4	80.42
			4	7	3	
EM3: Willingness to Learn	00	1	3	4	2	84.06
			3	8	4	
EM4: Work without supervision	00	1	6	3	0	85.63
			2	8	5	
EM5: Give extra effort	00	9	4	3	4	80.42
			4	7	3	
Employee Motivation Average						81.98

Source: processed primary data, 2011

From five indicators used to measure the employee motivation variables, an indicator of the concern for job (EM1) is lowest perceived by the respondents. While the indicator on Work without supervision (EM4) is the highest perceived by the respondents so that it can be concluded that the employee motivation of IT Operation at PT Indosat Tbk were more likely dominant to work without supervision.

Table 7. Employee Performance Variable Perception in IT Operations

Indicator	Respondents Frequency Response On Employee Performance					Index
	1	2	3	4	5	

				1	2	8	3	81.9
EP1: Quality of Work	00	0		9	5	6	8	
EP2: On Time Task	00	3		8	2	7		82.6
				3	8	4		83.3
EP3: Meet the Target	00	6		1	0	3		3
EP4: Good result at working in Team	00	4		4	7	3		81.9
				3	5	8		8
EP5: Creativity in Solving Problem	00		1	4	6	2		77.2
	00	8		9	6	7		9
								81.4
Employee Performance Average								4

Source: processed primary data, 2011

From the five indicators used to measure the employee performance variables, an indicator of the creativity in solving problem (EP5) is lowest perceived by the respondents. While the indicators on Meet the Target (EP3) is the highest perceived by the respondents so that it can be concluded that the employee performance in IT Operation Organization at PT Indosat Tbk were more likely dominant to the ability of employee to meet the target.

The writer develop simulation model based on strong theoretical background and supported previous research. To enrich the analysis the writer also conduct interview to division head. So it expected the result can describe the real internal condition of IT Operations.

The solutions are developed based on the gap between the IT Operations current condition with the analysis results of quantitative research using Structural Equation Modeling and qualitative research using interview analysis. The activities include the process of identifying the gap, searching for solutions of problems, implication to management/policy and implementation plan to increase employee performance.

III. BUSINESS SOLUTION

To determine the business solution, validity and reliability test conducted, followed by confirmatory analysis to check unidimensionality and discriminant validity of the construct. After that several alternatives models are developed and then analyzed in determining one optimal solution for the Indosat's business issue.

A. Alternative of Business Solution

First, the writer develops possible models based on strong theoretical background and supported by previous researches. After that, the writer compares the model to find the better fit model. The better fit model has meaning the model that has better suitability with the current data at IT Operations organization. In this research, the writer using chi square difference test to find the better fit model. At the end it is concluded that the Model I is the model that has better fit compare the other model tested.

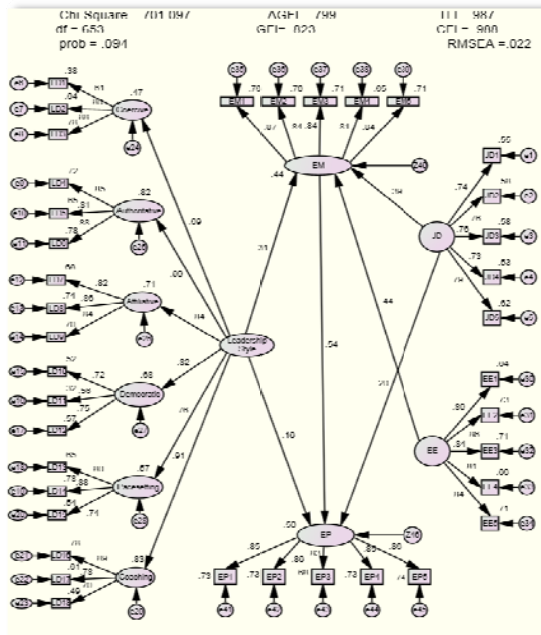


Figure 2. SEM Full Model I Analysis

After finding the better fit model, the next step is checking the significance level of the path. From table 8, it can be seen that all path in Model I is significance ($p < 0.05$).

Table 8. Model I Full Feasibility Testing & Regression Results

MODEL I		
Goodness of Fit Index	Cut-off Value	MODEL I (DF=653, < 71)
χ^2 Chi-Square Statistic	df, $\alpha = 5\%$	701.097 good
Probability	≥ 0.05	0.094 good
CMIN/DF	≤ 2.00	1.074 good
GFI	≥ 0.90	0.823 marg
AGFI	≥ 0.90	0.795 marg
TLI	≥ 0.95	0.987 good
CFI	≥ 0.95	0.988 good
RMSEA	≤ 0.08	0.022 good

	Std Est	Estimate	S.E.	C.R.	P	La
EM <--- JD	0.391	0.383	0.076	5.042	***	si
EM <--- Leadership_Style	0.311	0.444	0.112	3.986	***	si
EM <--- EE	0.442	0.425	0.072	5.865	***	si
EP <--- EM	0.543	0.606	0.093	6.526	***	si
EP <--- JD	0.199	0.218	0.083	2.622	0.009	si
EP <--- Leadership_Style	0.162	0.259	0.116	2.238	0.025	si

Source: processed primary data, 2011

B. Analysis of Business Solution

From model in figure 2, the writer can do impact analysis of the model.

Table 9. Analysis of Direct and Indirect Effects

Constructs Effect to Employee Performance	Direct effect	Indirect Effect	Total Effect
Job Design	0.20	$0.39 \times 0.54 = 0.21$	0.41
Leadership Styles	0.16	$0.31 \times 0.54 = 0.17$	0.33

Employee Expectation	-	$0.44 \times 0.54 = 0.24$	0.24
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Source: processed primary data, 2011

Based on the calculation of direct and indirect effect of job design, leadership styles and employee expectation to employee performance on Model I, showing a comparison which leads to higher direct effect of job design construct compare to leadership styles construct and employee expectation construct to employee performance, where the direct influence of job design is obtained at 0.20, while for leadership styles construct is 0.16 and employee expectation has no significant and positive impact to employee performance.

In addition, it can be seen comparatively indirect effect on employee performance indicates that job design construct has a value greater than leadership styles construct and employee expectation construct. From indirect effect analysis, job design has a value of 0.21, while leadership styles 0.17 and employee expectation 0.24. If it is compared between the direct and indirect effects on employee performance, constructs value have higher indirect effect value compared to the direct effect. This shows that employee motivation can serve as mediator variable to employee performance.

Therefore if it aggregated job design construct will have a total effect on employee performance as $0.20 + 0.21 = 0.41$ and leadership styles construct have a total effect of $0.16 + 0.17 = 0.33$, in here employee motivation serve as partial mediation. While for employee expectation construct, employee motivation as a mediator serves as a full mediation because the employee expectation has no significance direct relationship with employee performance. So that the total effect of employee expectation on employee performance will be 0.24.

From data analysis, the respondents state there is relationship between job design and leadership style to employee motivation and employee performance. However the respondents state the relationship between employee expectation to employee motivation and performance in IT Operations is various, some said it has relationship and the other said there is no relationship. Some of respondents give their concern about challenging the employee and giving employee awareness to prevent the fulfillment of employee expectation that lead employees to the comfort zone. Some respondents also state that unclear rewards system related to career path and promotion that make the concept of employee expectation didn't have impact in employee motivation and employee performance in Indosat IT Operations.

IV. CONCLUSION AND IMPLEMENTATION PLAN

For answering the research objective, investigating and identifying the motivational factors of IT Operation employee to increase Indosat performance. The writer propose that there are some factors that become priority on development policies in IT Operations related to employee motivation and

performance. From the research results obtained that, the most influences variables to employee motivation and performance in sequence are job design (0.41), leadership style (0.33) and employee expectation (0.24).

The job design element that most effective in increasing employee motivation and performance is a job design that emphasizes the feedback (0.79), task significance (0.76) and task identity (0.76) of employees in a work: The job that can give clear and direct information about job outcomes or performance and the job that can give the employee information about the effectiveness of his or her efforts, either directly from the work itself or from others. The job that can give the employee feel the importance of the job, the job has meaningful impact on the others, either within the organization or to customer. And ability in doing a complete job from beginning to end, the whole job rather than bits and pieces.

Leadership styles considered the most effective related to employee motivation and employee performance are coaching style (0.91) and authoritative style (0.90), which are leadership style that in a sense helps build individual capability in the medium to long term, provide feedback for employee development, concerning about development rather than short-term results. In addition a leader who is able to show enthusiasm in work, communicate a clear vision of the future, able to influencing people by explaining, exploring and describing the vision.

Employee Expectation that considered the most effective related to employee motivation and employee performance are security (0.86) and balance in work and life(0.85): in term that the work the employee can obtain stability in work also long-term security and balance in work and personal life.

To implement the program for increasing employee motivation and performance, there are several activities that should be conducted as described in Table 10.

Table 10. Implementation Plan

Month	Program
July 2012, Week1	Announcing & Socializing the program to all parties in organization Creating awareness to all parties in organization (internal & external condition of the organization) Buy in (commitment) from all parties in organization
July 2012, Week 2- Week 4	Job Diagnostic on problem happened Job Diagnostic on possible meaningful changes Checking Management & Employee Readiness related to job re-design
August 2012, Week 1- Week 2	Giving understanding / brainstorming about leadership role and its impact to employee motivation & performance Providing tools to assess leadership styles tendency of each leader in IT Operations group Providing opportunity/training for each

	leader to develop greater familiarity and use of the appropriate styles
August 2012, Week 3- Week 4	Clustering employee expectation in Motivator & Hygiene Matching employee expectation with organization ability & capability
Sept 2012, Week 1- Week 2	Re-evaluate employee performance measurement Create Performance Measurement that linking with company vision, mission and strategy map
Sept 2012, Week 3- Week 4	Re-evaluate Reward System Create reward system that linking reward to performance Make sure rewards are attainable and fairly distributed
October 2012, Week 1	Program Evaluation

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